

## **Minutes of the Personnel Committee**

**Tuesday, December 13, 2011**

Chair Paulson called the meeting to order at 1:00 p.m.

**Present:** Supervisors Duane Paulson (Chair), Gilbert Yerke, Dan Draeger, Steve Wimmer, Paul Decker and Pete Gundrum. **Absent:** Supervisor Jim Heinrich.

**Also Present:** Chief of Staff Mark Mader, Legislative Associate Karen Phillips, Health & Human Services Deputy Director Antwayne Robertson, Economic Support Coordinator Luann Page, Administrative Services Manager Russ Kutz, Human Resources Manager Jim Richter, Senior Human Resources Analyst Renee Gage, and Human Resources Analyst Andrea Bellman.

### **Approve Minutes of Previous Meeting(s)**

MOTION: Yerke moved, second by Wimmer to approve the minutes of November 8, 2011. Motion carried 4-0.

Decker and Gundrum arrived at 1:01 p.m.

### **Chair's Executive Committee Report of December 12, 2011**

Paulson highlighted the following items from the December 12<sup>th</sup> Executive Committee meeting:

- Presentations on the audit of the Treasurer's Office and Milwaukee 7
- Update on IT projects and the IT project selection process
- Approval of five appointments
- Discussion of ideas for 2012 Wisconsin Counties Association conference breakout sessions
- Standing committee reports

### **Legislative Update**

Mader stated that Legislative Policy Advisor Sarah Spaeth lobbied on AB60 which expands the county blanket bond to cover veteran service officers, thereby saving the county money. She was invited to the bill signing at the Governor's Office last week.

### **Schedule Next Meeting Date**

- January 17, 2011

### **Review Correspondence**

- Memo from Sheriff Trawicki regarding a change in budget intent for 2012
- Email dated October 13, 2011 from Neil Rainford (AFSCME) to the Personnel Committee regarding certification update and 2011-2012 wage increases
- Email dated November 2, 2011 from Martha Merrill (AFSCME) to the Personnel Committee regarding certification update and 2011-2012 wage increases
- Letter dated November 7, 2011 from Jim Richter to Neil Rainford and Martha Merrill regarding Waukesha County Local 2494 (Public Health Nurse), Local 902 (Social Workers) and Local 1365 (Parks)
- Letter dated November 22, 2011 to James Richter and Duane Paulson from Neil Rainford and Martha Merrill (AFSCME) regarding certification update and 2011-2012 wage increases.

- Memo dated December 1, 2011 from Martha Merrill to the Waukesha County Personnel Committee
- Letter dated December 2, 2011 from Jim Richter to Martha Merrill regarding Waukesha County AFSCME Master Unit Local 2492
- Letter dated December 5, 2011 from Martha Merrill to Duane Paulson and Jim Richter regarding certification update and 2012 wage increase

Yerke requested a copy of the following item from the Executive Committee's correspondence list of December 12, 2011:

- Letter from Dale Shaver and Tom Farley to Towns of Vernon, Oconomowoc and Genesee chairmen regarding county processes for proposed ordinances and zoning administration.

### **Update on County Staffing Levels at the Workforce Development Center/W-2**

Robertson, Page and Kutz, were present for the update on staffing levels at the Workforce Development Center (WDC)/W-2. Robertson clarified that the Department of Health and Human Services (HHS) does not provide or administer any W-2 programs; however, HHS does provide and administer an array of other programs in relation to economic support.

Page stated that the county employs two supervisors who manage 15 staff at the WDC. The staff determines eligibility for a variety of programs, including Medicaid/BadgerCare, FoodShare and Childcare. Currently each worker carries just over 500 cases. Caseloads have increased an average of 1% over each of the last five years. Staff does share common case information with W-2 staff; however, W-2 is administered by a private company called ResCare. ResCare's caseload is also on the rise. There are currently five contract staff from Kaiser at WDC who provide clerical support.

Starting January 3, 2012, Waukesha County will join Ozaukee, Washington, Walworth and Fond du Lac Counties in the Moraine Lakes Consortium for the purpose of administering state economic support programs. The consortium will provide services to about 47,000-48,000 cases, with each worker having close to 800 cases; however, their job duties will be more defined and a call center will handle a portion of the workload. Because the state is taking over some of the functions of clerical staff at the WDC, the county will terminate its contract with Kaiser at the end of this year to absorb some of those positions at a cost savings.

Paulson noted that at one time, all income maintenance staff were county employees, contracted through the state. The county could have chosen to contract with the state for W-2, but instead chose to contract out for it. Page confirmed that is correct. Paulson asked how many people have terminated employment with the county over the years. Page was unaware of the number. Kutz further explained the changes occurring over the years as the state moved responsibilities to and from counties to private vendors.

Paulson asked how involved are county employees in administering BadgerCare? Page stated that county staff is completely responsible for BadgerCare cases – taking the application, determining case eligibility and case management; however, the payments are made by the state.

Yerke asked would current county employees (two supervisors and 15 staff) report to the consortium? Page clarified that each county will retain its employees but numerous county and consortium job performance standards must be met. Yerke asked whether there would be any

additional training provided. Page stated that training, which started a few months ago, is in progress.

Paulson thanked the HHS staff for their informative update.

**Ordinance 166-O-084: Approve 2011 And 2012 Salary Modifications For Park Maintenance, Public Health, And Social Work Employees**

Richter stated that AFSCME is walking away from representation of the bargaining units for the park maintenance, public health and social work employees. During 2011, no wage increases were authorized for these employees. This ordinance parallels the wage increase that the County Board approved for the deputy sheriff's union and non-represented employees. A 1.6% across-the-board increase would take effect January 1, 2011 with an additional 2.0% across-the-board increase on December 31, 2011. Richter briefly reviewed the revised fiscal note.

Richter stated that questions have been raised by those employees previously covered by labor contracts in regard to whether they would now be treated like other non-represented employees, e.g. pay-for-performance, etc. Not all jobs will fit cleanly into the pay-for-performance system. There would be a transition period in which fiscal and administrative issues must be worked through. Richter said recommendations would be brought forward to the committee for review during the next year.

Yerke asked whether the employees would receive retroactive pay at the end of the year. Richter explained that pending County Board approval and the payroll processing procedure, retroactive pay would likely be issued during the second or third week of January 2012. These employees have been paying the 5.8% pension contribution since July 30<sup>th</sup>, and are responsible for paying it on the retroactive amount for that time period.

MOTION: Decker moved, second by Gundrum, to approve Ordinance 166-O-084.  
Motion carried 6-0.

**Review and Approve Revisions to the Following Personnel Policies & Procedures: Uniforms; Catastrophic Illness or Injury Donation Program; Training, Tuition Reimbursement, and Professional Certifications, Licenses and Memberships**

Richter reviewed the proposed changes to policies and procedures as follows:

Section 3000: Uniforms

- Deletes language relating to the BAS financial system, which will be replaced
- Clarifies the current practice relating to dress standards which are outside the definition of a uniform
- Changes policy to reflect the current uniform replacement practice - departments have not required employees to turn in worn-out uniforms prior to replacement
- Update list of classifications which the county provides uniforms

MOTION: Wimmer moved, second by Draeger to approve revisions to the uniforms policies and procedures. Motion carried 6-0.

Section 3300: Catastrophic Illness Or Injury Donation Program

- Change to include holidays to the donated leave types.

- Modify policy to allow employees who are able to return to work on an intermittent basis the ability to use donated time

MOTION: Yerke moved, second by Decker to approve revisions to the catastrophic illness or injury donation program policies & procedures. Motion carried 6-0.

Section 2800: Training, Tuition Reimbursement, And Professional Certifications, Licenses And Memberships

- Updates language to reflect current areas of training and provide examples of training programs
- Adds courses that are part of a certification program directly related to an employee's job responsibility to the Tuition Assistance Program
- Update reimbursement dollar amounts to reflect current reimbursement of \$400 per semester / \$800 annually

MOTION: Decker moved, second by Draeger to approve revisions to the training, tuition reimbursement, and professional certifications, licenses and memberships policies & procedures. Motion carried 6-0.

**Ordinance 166-O-085: Approve Reclassification Of A Position In The Medical Examiner's Office**

Richter, Gage and Bellman were present to discuss this ordinance which abolishes a departmental secretary position and creates an office services coordinator position in the Medical Examiner's Office. Richter said the departmental secretary position became vacant this fall due to the unexpected death of Ione Patterson. Ione was a very good, valued employee who worked for the county for over 35 years, with the majority of those years spent in the Medical Examiner's Office. As a result of Ione's passing, an opportunity presented itself to reevaluate the departmental secretary position. Following a thorough review of the administrative structure needed to maintain an efficient operation, it was determined that the position was under-classified.

In 1991, the Medical Examiner's Office handled about 800 cases per year. Last year, there were almost 2,300 cases. With the increased volume of cases came additional administrative responsibilities. Contracts with other counties have also increased workload. A new position could take on many of the increased responsibilities falling on Dr. Biedrzycki, such as IT, budget planning, strategic planning, policies and procedures, statistical reports, etc. and allow Dr. Biedrzycki to focus more on her primary role as the medical examiner and director of department operations. It was determined that an office services coordinator position would be the appropriate fit for the needs of the Medical Examiner's Office.

Richter reviewed the fiscal note as outlined. He noted that this ordinance was approved unanimously by the Judiciary and Law Enforcement Committee on December 9<sup>th</sup>.

In response to Decker's concern, Gage noted that in recruiting for this position the candidate would be required to have specific skill sets to meet the demands of the position. Draeger wondered if there would be enough hours in the day to for the new position to handle all the additional workload. Richter stated that it is anticipated that ways to accomplish tasks and functions more efficiently would be found. While Ione was a wonderful person and a wonderful employee, she was

not dissimilar to other employees who have been employed at the county for 35 years who have always done things a certain way and have not changed over the years. A reevaluation of work processes will occur and perhaps additional duties would be assigned to the existing clerk-typist position. Decker added that if the new hire is IT savvy, the reduction in hours and efficiencies gained will be tremendous – it is seen in private industry all the time.

MOTION: Decker moved, second by Yerke to approve Ordinance 166-O-085. Motion carried 6-0.

### **Educational Presentation on the County Exit Interview Policy**

Richter stated that a department may conduct exit interviews or may request Human Resources (HR) do so for those employees who voluntarily leave employment with or retire from Waukesha County. Gage and Bellman routinely administer exit interviews for various county departments. There is limited value in the exit interview process, as employees may or may not be willing to share certain information. However, there are times when the HR analyst identifies concerns and reviews the results with the department head/manager.

Gage, who manages the program, further explained her role in the exit interview process. The exit interview is intended to be a constructive process. Interviewees are told that information would be shared with the department head/manager. This may include both positive and negative comments as to identify any trends, concerns, or problems which could present opportunities for improvement. The goal is to learn what could be done better, and what is being done well.

Yerke asked whether there are any notable trends for leaving employment with the county. Gage stated reasons employees cite most often include personal issues and family reasons, although most are retirements. Social workers often leave for other jobs. Richter stated that recently there has been some turnover in the deputy sheriff positions because of change in career choice and/or the demands of shift work and schedules.

### **Educational Presentation on the Hay System for Classification and Compensation**

Gage and Richter reviewed a handout outlining the HayGroup method of job evaluation and summary of the Hay job evaluation process at Waukesha County. Gage stated she has the lead role in the job evaluation process.

The Hay system, developed in the 1940s, is an internationally known method which has been utilized by the county since the early 1980s for evaluation of the non-represented positions. Each non-represented job is evaluated every five years. The evaluation focuses on the actual position, not the person. The Hay Group Guide Chart-Profile Method uses a point system to measure the following three major criteria:

- Know How
- Problem Solving
- Accountability

Waukesha County job study process begins in January with job questionnaires completed by employees. Human Resources staff work with departmental supervisors on making changes and bringing the class specifications up-to-date. The class specifications and jobs are then presented to the Job Content Evaluation Committee for evaluation in May. Following the evaluation process,

recommendations are made to the Department of Administration and the County Executive. The process culminates with an ordinance presented to the County Board for approval in October.

For the future, a decision must be made as to whether the Hay system would be used to evaluate jobs that were formally represented or if another method would be used.

MOTION: Yerke moved, second by Gundrum to adjourn at 2:30 p.m. Motion carried 6-0.

Respectfully submitted,

Gilbert W. Yerke  
Secretary